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Organizational matters

Report of the first regular session 2011 (31 January to 3 February 2011, New York)

Contents

Chapter		Page
I.	Organizational matters	3
	UNDP segment	
	Statement by the Administrator	3
II.	Gender in UNDP	5
III.	UNDP country programmes and related matters	6
IV.	Evaluation	7
V.	United Nations Capital Development Fund	9
VI.	Human Development Report	10
	UNFPA segment	
	Opening remarks by the President of the Executive Board	10
	Statement by the Executive Director	10
VII.	UNFPA country programmes and related matters	13
VIII.	Midterm review of the strategic plan	14
	UNOPS segment	
	Statement by the Executive Director	15
	Joint segment	
IX.	Report to the Economic and Social Council	16
X.	Recommendations of the Board of Auditors	17
XI.	Financial, budgetary and administrative matters	18
XII.	Other matters	20

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Annex

Joint meeting of the Executive Boards of UNDP, UNFPA and UNOPS, the United Nations Children's Fund, UN-Women and the World Food Programme (4 and 7 February 2011) 2

I. Organizational matters

1. The first regular session 2011 of the Executive Board of UNDP, UNFPA and UNOPS was held at United Nations Headquarters, New York, from 31 January to 3 February 2011.

2. In accordance with article 49 of the rules of procedure of the Economic and Social Council, the Executive Board elected the following members of the Bureau for 2011:

President:	H.E. Ms. Edita Hrdá	(Czech Republic)
Vice-President:	H.E. Mr. Michel Tommo Monthe	(Cameroon)
Vice-President:	H.E. Mr. Carlos Enrique García González	(El Salvador)
Vice-President:	Mr. Takeshi Osuga	(Japan)
Vice-President:	Mr. Md. Nojibur Rahman	(Bangladesh)

3. The Executive Board approved the agenda and workplan for its first regular session 2011 (DP/2011/L.1) and approved the report of the second regular session 2010 (DP/2011/1). The Executive Board adopted decision 2011/1 on the revised rules of procedure of the Executive Board of UNDP, UNFPA and UNOPS. The Executive Board adopted the annual workplan 2011 (DP/2011/CRP.1) and approved the tentative workplan for the annual session 2011.

4. Decisions adopted by the Executive Board in 2010 appeared in document DP/2011/2; those adopted at the first regular session 2011 were included in document DP/2011/21, which can be accessed at http://www.undp.org/execbrd.

5. The Executive Board agreed in decision 2011/13 to the following schedule for future sessions of the Executive Board in 2011:

Annual session 2011:	6 to 17 June 2011 (New York)
Second regular session 2011:	6 to 9 September 2011

UNDP segment

Statement by the Administrator

6. In her opening remarks, the Administrator congratulated the new members of the Bureau of the Executive Board on their election and thanked the outgoing Bureau for its hard work and support in 2010. In the context of the recent global changes, the Administrator stressed the importance of a strong multilateral system and underlined the dual role played by UNDP as the leading development agency and coordinator of the United Nations development system. She highlighted how UNDP was repositioning itself to meet the profound changes in the increasingly challenging global environment and laid out her "Agenda for Change for UNDP". In providing a snapshot of the key agenda for UNDP in 2011, she touched upon, inter alia: the midterm review of the UNDP strategic plan; evaluations; the biennium support budget, 2012-2013; and close collaboration with UN-Women to build on the respective comparative advantages in the areas of gender equality and women's empowerment. She highlighted UNDP contributions to key international development conferences and events, and noted the continued relevance of UNDP work in crisis prevention and recovery and in promoting good governance. Her full statement is available at http://www.undp.org/execbrd.

7. In emphasizing UNDP commitment to the change agenda, the Administrator elaborated on the main elements of the agenda. They include: the UNDP Action Plan adopted in 2010; costs and expenditures control; and a review of the UNDP business model. The Administrator provided updates on the progress made in priority areas of the Action Plan and ongoing efforts to curtail core programme and management expenditures, including costs related to travel and frequent turnover of staff between posts. In light of the downward trend of UNDP core

resources, she underscored the negative impact of reduced core resources on the ability of UNDP to fulfil its multilateral mandate and deliver effective support for capacity-building. In closing, the Administrator reaffirmed the commitment of UNDP to strengthen its role as the coordinator of the United Nations development system with a view to delivering greater effectiveness, efficiency and strategic coherence across operations.

8. In making their general statements, delegations thanked the Administrator for her comprehensive and informative statement and commended her commitment to lead UNDP through its change-management process. They also expressed appreciation for the Administrator's leadership as Chair of the United Nations Development Group (UNDG), and stressed the need for greater harmonization and coherence across the United Nations system. They hoped to see the Administrator's business action plan deliver fundamental and tangible changes as well as efficiency gains for UNDP. Several delegations reiterated the importance of UNDP work at the country level. A number of delegations shared the concern that external volatility could undermine development results. In this regard they welcomed the Administrator's efforts to strengthen the system-wide coherence of United Nations development activities.

9. Many delegations expressed serious concern over diminishing regular resources and called on Member States to fulfil their commitments to ensure the reliable flow of funds. One delegation remarked that earmarked funding should be used as an exception, not as a rule. Some delegations encouraged UNDP to seek a broader donor base to better meet the challenges posed by the changing development landscape, and called for a more effective and efficient use of the core budget. One delegation requested a more substantive summary of income and expenditures as they noted contradictions between receipts and expenditures of resources.

10. Several delegations stressed that the Human Development Report Office (HDRO) must take a more responsible approach in the process of developing the Human Development Report (HDR), ensuring the objectivity and reliability of the report in line with General Assembly resolution 57/264. Those delegations underscored the need for HDRO to engage in more consultations with the United Nations Statistical Commission as well as with relevant national authorities. In raising concerns on some factual inaccuracies in the HDR 2010, some delegations reiterated the need to enhance neutrality and transparency of the report.

11. Delegations recognized the importance of the midterm review of the strategic plan in taking stock of achievements and setting future priorities. One delegation requested information on how the midterm review could be used to guide the programme planning process. On evaluations, delegations underscored the importance of safeguarding the independence and impartiality of the evaluation function, and added that the strategic plan, triennial comprehensive policy review and General Assembly resolution 64/289 on system-wide coherence would provide useful guidance for future evaluations. While a number of delegations noted the progress made on the revised UNDP evaluation policy, one delegation felt that the revised policy could have included more analysis on issues related to capacity building at the national level.

12. A number of delegations called for a new modality of cooperation for middle-income countries. They stressed that middle-income countries were different from other developing countries; they present varying development challenges and therefore require special treatment. With regard to graduation criteria, they underscored the need to shift the current criteria based on per capita income towards a basket of indicators that would include the human development index.

13. Delegations identified UNDP as a critical partner in poverty reduction and supported the Administrator's commitment to sustainable development and the Millennium Development Goals acceleration framework. They emphasized the importance of fostering South-South and triangular cooperation as practical means for the least developed countries — particularly for

Sub-Saharan Africa — to achieve the Millennium Development Goals, and appreciated the UNDP contribution to the preparation of the upcoming Fourth United Nations Conference on the Least Developed Countries to be held in Istanbul. On this note, one delegation stressed the importance of helping countries to fully unlock their growth potential by addressing the relevant challenges at the nexus of governance and private sector development.

14. The Administrator thanked the delegations for the wide-ranging comments across many areas of UNDP work and reiterated the commitment of UNDP to Delivering as One. She took note of the concerns of the middle-income countries and assured that UNDP will continue to give priority focus to the least developed countries.

II. Gender in UNDP

15. The Administrator opened the agenda item. She introduced the oral report on the implementation of the UNDP gender equality strategy and highlighted the strong commitment of UNDP senior management to ensure that gender equality was fully integrated into all areas of UNDP work. The Associate Administrator presented progress on the implementation of UNDP gender equality strategy in 2010 and highlighted challenges in areas where further actions are required. She provided an overview of the actions taken over the past year aimed at promoting gender equality and women's empowerment in each UNDP thematic area of work. She elaborated on achievements in the four thematic goals of the gender equality strategy. She presented the preliminary findings of the midterm review of the gender equality strategy, 2008-2013, and the findings of the gender marker. She further noted that the contents of the oral report, as well as the ongoing midterm review of the gender equality strategy, would provide important inputs into the ongoing midterm review of the strategic plan.

16. Delegations welcomed the oral report and the rollout of the gender marker across the organization. Many commended the progress made in various thematic areas of UNDP work and acknowledged the instrumental role played by UNDP in promoting gender equality and women's empowerment. A majority of delegations reiterated the importance they attached to gender equality and gender mainstreaming, and in this light welcomed the launch of UN-Women. They stressed that UNDP, as Chair of the United Nations Development Group (UNDG) and custodian of the United Nations Resident Coordinator system, had the responsibility to continue support the work of UN-Women. They also noted that communication from senior management to UNDP staff is important to ensure that gender mainstreaming efforts continue. Collaboration with UN-Women is undertaken at all levels is also important. Delegations called on UNDP to strengthen collaboration with UN-Women and with other United Nations organizations with a view to enhancing efficiency and to avoiding duplications.

17. Delegations noted that they expected gender mainstreaming to be a cross-cutting theme in the Administrator's annual report. They expressed interest in how the midterm review of the gender strategy would be reflected in the midterm review of the strategic plan, and requested an update on the progress of the review and on the implications for the future priorities of the organization. Several delegations inquired about how UNDP planned to use the gender-marker data to strengthen gender mainstreaming at UNDP, and how the organization planned to integrate this tool in future UNDP evaluations. They also look forward to seeing how the gender-marker system would enable comparison of progress made in different thematic areas and encouraged UNDP to discuss the gender-marker tool further with other agencies in order to achieve comparability with similar tools used by other agencies and stakeholders. In addition, they requested an update on the progress made towards implementing the gender parity action plan.

18. Delegations acknowledged that UNDP had played a very important role in ensuring that climate-change-related activities included a gender perspective. Delegations also encouraged UNDP to continue including gender equality aspects in its work on peace and security. One delegation emphasized the importance of ensuring safety and security of women in post-conflict settings and encouraging greater participation of women in peacebuilding policymaking processes.

19. The Associate Administrator thanked the delegations for their insightful comments. She reaffirmed UNDP commitment to gender equality and to working closely with all the other United Nations agencies, including its newest partner UN-Women, to build on the existing agency complementarities. She agreed with sharing the gender marker data throughout the United Nations system and noted that the new findings from the gender strategy will be shared with the Executive Board during the annual session. The Assistant Administrator and Director of the Bureau for Development Policy (BDP) added that the oral report depicted enormous progress made in recent years, especially in integrating gender equality into diverse programming and practice areas.

20. The Executive Board adopted decision 2011/2 on oral report of the Administrator on the implementation of the UNDP gender equality strategy.

III. UNDP country programmes and related matters

Draft common country programme document for the United Republic of Tanzania

21. The Administrator introduced the agenda item. The Assistant Administrator and Director of the Regional Bureau for Africa provided an overview of the draft common country programme document for the United Republic of Tanzania (DP/FPA-ICEF-WFP/DCCP/2011/TZA/1) which incorporated a common narrative, development results frameworks and related resource requirements for UNDP, UNFPA, the United Nations Children's Fund (UNICEF) and the World Food Programme (WFP).

22. One delegation thanked the Board for the opportunity to consider a common country programme document on an exceptional basis. That delegation stated that the common country programme document was anchored in the United Nations Development Assistance Plan (UNDAP), 2011-2015, and explained the synergies and challenges encountered in the process of preparation.

23. Many delegations commended the leadership and ownership of the Government of Tanzania in supporting the Delivering as One reform process in the country, and also the United Nations country team in Tanzania for its efforts to ensure a more collective and coherent strategic response to national priorities. They also expressed support for the common country programme document, which enhances synergies among the various United Nations agencies in Tanzania and improves the efficiency of United Nations work in that country.

24. Delegations also noted the continuing challenges related to the common country programme document, including: the need for further assistance from United Nations Headquarters; alignment with the fiscal calendar of the Government of Tanzania; the need to improve the coherence, efficiency and effectiveness of the United Nations in the United Republic of Tanzania; and the mobilization of resources.

25. One delegation asked if the annexes could be streamlined, and added that the proposals were challenging to understand and that it would be submitting questions related to results-based management. That delegation also asked if UNDP and UNFPA could jointly provide support in the area of HIV/AIDS. Another delegation asked about the current audit practice with regard to the UNDAP budget cycle, and the challenges country offices faced in their efforts to raise funds while avoiding competition with other funds and programmes. Other delegations

expressed their wish that the lessons learned from the Tanzania common country programme document be fed into the guidelines of future common country programme documents.

26. The Executive Board took note of the draft common country programme document for the United Republic of Tanzania.

27. The Executive Board approved the second one-year extension of the country programme for Peru (DP/2011/19).

28. In accordance with decisions 2001/11 and 2006/36, the following eight country programmes were approved on a no-objection basis, without presentation or discussion:

Africa region: Burkina Faso and Zambia;

Arab States region: Somalia;

Asia and Pacific region: Democratic People's Republic of Korea, Indonesia and Maldives;

Latin America and Caribbean region: Chile and Uruguay.

IV. Evaluation

29. The Administrator opened the item, underscoring UNDP senior management's commitment to ensuring independent and quality evaluation. She expressed her hope for Executive Board support of the revised evaluation policy.

30. The Associate Administrator introduced the report on the revised evaluation policy (DP/2011/3) and briefly highlighted the five key changes made to the policy. She stressed that the revision of the policy was the product of an extensive consultative process with diverse partners, including other United Nations organizations, and a reflection of the many comments received during that process. She further noted the commitment of the management to strengthening the culture of evaluation throughout the organization.

31. Delegations expressed broad support for the draft revised evaluation policy, noting the revised policy was a comprehensive and forward-looking learning tool for the organization. Many delegations, however, reiterated the need for the evaluation function to be independent and have integrity. They called for enhanced quality, coverage and use of decentralized evaluations. One delegation stressed the importance of an improved evaluation function at the country office level. A number of delegations appreciated the clarifications of the roles and responsibilities of all the constituents of UNDP, including the Executive Board, and requested that an update of the implementation status of the policy be included as part of the Administrator's annual report on evaluation.

32. In noting the complex challenges faced by UNDP, one delegation stressed the urgent need to rigorously address the "silos" within the organization by promoting an organization-wide culture of evaluation. Delegations recommended learning from the evaluation findings to improve UNDP operational and programme outcomes and to guide strategic decision-making. The delegations requested that an overview of the status of implementation of these findings be included in the annual report of the Administrator. One delegation expressed concern regarding the continued poor quality and coverage of UNDP decentralized evaluations and suggested strengthening the design of programmes and projects. One delegation observed that the UNDP strategic plan and General Assembly resolution 64/289 on system-wide coherence already included principles and guidelines on evaluation and questioned why UNDP needed to renegotiate the pre-existing elements. That delegation also noted the need for a fair geographical distribution of evaluators so as to ensure they faithfully represented the international nature of UNDP.

33. The Director of the Evaluation Office presented the evaluations of the UNDP contribution to: (a) disaster prevention and recovery (DP/2011/4); (b) strengthening national capacities (DP/2011/6); (c) environmental management for poverty reduction: the poverty-environmental nexus (DP/2011/8); (d) strengthening local governance (DP/2011/10); and (e) development and corporate results at the at regional level (DP/2011/12).

34. The Assistant Administrator and Director of the Bureau for Crisis Prevention and Recovery presented the management response to the evaluation of the UNDP contribution to disaster prevention and recovery (DP/2011/5). The Assistant Administrator and Director of the Bureau for Development Policy, presented the management response to the evaluation of the UNDP contribution to: strengthening national capacities (DP/2011/7); environmental management for poverty reduction: the poverty-environmental nexus (DP/2011/9); and strengthening local governance (DP/2011/11). The Associate Administrator presented the management response to the evaluation of the UNDP contribution at the regional level to development and corporate results (DP/2011/13).

35. One delegation stated that the five thematic areas of evaluation should include system-wide coordination and inputs, and requested an update on the implementation of General Assembly resolution 64/289 on system-wide coherence.

36. Regarding the management response to disaster prevention and recovery, some delegations felt it lacked an in-depth analysis of the role of UNDP as the global cluster lead on early recovery. They asked about the challenges UNDP faced in its efforts to improve its performance in this area, including its coordination with the World Bank and agencies involved in the International Strategy for Disaster Reduction (ISDR). They further suggested the need to strengthen the UNDP policy advisory role in the area of disaster risk reduction, as well as its comparative advantage in fragile and post-conflict situations. These delegations strongly requested a more comprehensive approach at the country level. Some other delegations stressed the importance of establishing a clear relationship between disaster risk reduction and other development activities in country offices. They urged that gender equity and climate change were priorities in this regard.

37. A number of delegations recognized the central role played by UNDP in national capacity-building, but at the same time emphasized the importance of guaranteeing national ownership by the host countries. One delegation asked about the extent to which UNDP took advantage of South-South cooperation when working to enhance national capacities and about any efforts that may have been taken to retain the trained expertise within nations. Several delegations emphasized the need to: move from short-term projects to nationally-led endogenous projects in order to achieve sustainable and long-term results; promote a culture of knowledge exchange; and mainstream capacity development in all practice areas of the organization. Many delegations requested UNDP to report back to the Board on the status of the resource arrangements between UNDP and The Global Fund for AIDS, Tuberculosis and Malaria in terms of an update on the transfer of functions from UNDP to national partners in the selected countries.

38. Some delegations recognized UNDP as being ideally placed to take the lead in addressing the country-level linkages between poverty and the environment. They noted that the poverty-environment nexus was important as it takes natural resource management into consideration in development programmes. These delegations requested a response from UNDP regarding using this model as a modus operandi. They further asked to be updated on the progress of including the poverty-environment nexus approach into UNDP work more generally. Several delegations emphasized the poverty-environment initiative as an important example of a good practice that should be scaled up as a model of collaboration with the United Nations Environment Programme (UNEP). They welcomed the integration of the nexus into the Millennium Development Goals framework and into the midterm review of the strategic plan. Several other

delegations urged UNDP to engage in more awareness-raising activities for climate change adaptation based on the lessons learned.

39. Some delegations expressed their concern over the piecemeal approach to local governance issues and the lack of a more pronounced strategic focus. One delegation requested that Member States be provided with the outcome of a discussion on the challenges of local capacity-building — a discussion that took place at the Capacity is Development Conference held in Marrakech in 2010. The delegation further stated that South-South and triangular cooperation are areas that require greater support, especially with regard to local capacity-building. Another delegation urged UNDP to strengthen the link between local governance and democracy. Another underscored the need to develop a clear corporate policy on decentralization. The delegation expressed hope that the midterm review of the strategic plan would serve as an opportunity to make an explicit decentralization and local governance approach a cross-cutting concern. With regard to efforts to further strengthen good governance, some delegations stressed that a human rights perspective needs to be incorporated into local governance as well as into gender mainstreaming.

40. One delegation, while acknowledging the comparative advantage of UNDP as regards responding to local needs, encouraged the organization to take a more holistic approach in the regionalization process and as a knowledge-based organization. It noted that regionalization could be a good bridge between Headquarters and country offices, and further urged UNDP to undertake comprehensive reform measures in order to enhance its role in this area. The organization should look at the experiences of other United Nations organizations, including UNICEF.

41. The Executive Board adopted decision 2011/3 on the evaluation policy; decision 2011/4 on the evaluation of the UNDP contribution to disaster prevention and recovery, and the management response; decision 2011/5 on the evaluation of the UNDP contribution to strengthening national capacities, and the management response; decision 2011/6 on the evaluation of the UNDP contribution to environmental management for poverty reduction: the poverty-environment nexus, and the management response; decision 2011/7 on the evaluation of the UNDP contribution to strengthening local governance, and the management response; and decision 2011/8 on the evaluation of the UNDP contribution at the regional level to development and corporate results, and the management response.

V. United Nations Capital Development Fund

42. The UNDP Associate Administrator opened the item, commending the United Nations Capital Development Fund (UNCDF) for its efforts to further sharpen and expand its support for efforts to achieve the Millennium Development Goals in the least developed countries. The Executive Secretary of UNCDF presented an oral report on the preliminary results and perspectives of the organization for the 2011-2013 period.

43. Delegations thanked the Executive Secretary for his comprehensive statement and expressed confidence in his leadership. Encouraged by the strong performance of UNCDF, delegations noted the UNCDF focus on the least developed countries, including many post-conflict and post-crisis least developed countries. They noted with satisfaction an overall increase in financial contributions, but expressed concern that the increase was mainly because of increased earmarked contributions. They noted further that the UNCDF donor base for unearmarked contributions remained relatively small. One delegation was pleased to hear that UNCDF had been successful in building new partnerships with both public and private donors, and in this connection asked for UNCDF plans to expand strategic partnerships with emerging donors. That delegation expressed appreciation for the UNCDF role in the preparation of the

Fourth United Nations Conference on the Least Developed Countries to be held in Istanbul, and requested more information related to the UNCDF side event planned for the conference.

44. The Executive Secretary of UNCDF welcomed the opportunity to work with Member States in the preparation of the Fourth United Nations Conference on the Least Developed Countries, and reaffirmed UNCDF commitment to exploring a range of partnerships.

VI. Human Development Report

45. One delegation presented the draft decision on the Human Development Report, explaining the purpose and content of the draft decision.

46. Delegations reiterated their support for the fundamental value of the Report as a leading publication for international development.

47. Before the adoption of the draft decision on the Report, some delegations spoke in support of the spirit of the draft decision with a view to improving the transparency and accuracy of the report, noting the importance of ensuring the editorial independence of the Human Development Report Office. Following the adoption of the draft decision, more delegations expressed their support of the decision, reaffirming the importance of enhancing the credibility and quality of the report and the consultation process with Member States.

48. One delegation, speaking on behalf of a number of delegations, regretted that the decision did not sufficiently reflect Member States broad support for the Human Development Report. It was also regretted that other agenda items of the Executive Board had been negatively affected by the way the consultations on the Report decision had been conducted, and that the negotiation process of the decision had not fully adhered to the practice of the Board to strive towards consensus and transparency in its discussions and decision-making.

49. The Executive Board adopted decision 2011/12 on the Human Development Report.

UNFPA segment

Opening remarks by the President

50. The President of the Executive Board, welcomed the new UNFPA Executive Director, Dr. Babatunde Osotimehin, and assured him of the support of the Board. She stated that the Board looked forward to working closely with him. The President also paid special tribute to the former UNFPA Executive Director, Ms. Thoraya Obaid, for her leadership and achievements.

Statement by the Executive Director

51. In his statement, the Executive Director delineated his vision and strategic direction for UNFPA (for full statement see http://www.unfpa.org/public/home/news/pid/7206). He thanked Member States and partners in civil society for their support and noted that under his leadership, strengthening partnerships would be an ongoing strategic priority. He paid tribute to his predecessors Ms. Thoraya Obaid and Dr. Nafis Sadik. He underscored that strengthening accountability was the number one priority for UNFPA in 2011 and transparency and accountability would be fundamental principles of his leadership. He stated that UNFPA had undertaken a series of actions to strengthen the management of nationally executed expenditures and to enhance overall accountability, strengthen controls in country offices and address the various issues raised by the auditors. He outlined ways in which he would lead transformational change to make UNFPA a leading global development organization. He updated the Executive Board on UNFPA funding. The Executive Director concluded by stating that he would focus on

strengthening UNFPA to be the best organization it could be: more accountable and more responsive to the needs of countries and of young people.

52. Numerous delegations congratulated the newly appointed Executive Director and assured him of their support. They commended his vision and strategic direction for UNFPA. The representatives of Partners in Population and Development, UN-Women, WHO, and the International Planned Parenthood Federation declared their interest in continued partnership with UNFPA. Several delegations recalled the legacy of the former Executive Director, Ms. Obaid, and commended her achievements. Delegations commended the UNFPA focus on national leadership and ownership, and South-South cooperation. They welcomed General Assembly resolution 65/234, which extended the ICPD Programme of Action and Key Actions beyond 2014. They emphasized the inextricable linkages between the ICPD goals and the MDGs. Concern was expressed that some African countries would not reach the MDGs by 2015. Some delegations called on the Executive Director to make resource mobilization a top priority, including increased funding for reproductive health and commodity security.

53. Several delegations underscored the pivotal importance of protecting and promoting sexual and reproductive health and rights, and linking family planning and maternal health to HIV-prevention programmes. They welcomed the Executive Director's focus on adolescents and young people to advance ICPD goals and emphasized the need to ensure young people's access to sexual and reproductive health. The concept of human security and its linkages to global health and the UNFPA mandate were underlined. The Fund's use of a culturally sensitive approach in programming was commended. Delegations urged the active involvement of UNFPA in the Secretary-General's Global Strategy on Women's and Children's Health and noted that the strategic plan MTR presented an opportunity to position UNFPA in the global strategy.

54. A number of delegations encouraged UNFPA to continue its support for data collection, analysis and use in policy, planning and budgeting. One delegation requested UNFPA to consult its national authorities on harmonizing data. Some delegations emphasized the need to invest in addressing such issues as ageing, population decline, indigenous people, urbanization, and climate change. Some delegations also thanked UNFPA for supporting their national census. The Fund's technical support in sharing global best practices was commended and UNFPA was called on to facilitate the transfer and sharing of knowledge and best practices between developing countries.

55. Recognizing the complementary relationship between UNFPA and UN-Women, several delegations called for close collaboration between the two organizations with a clear division of labour, building on their respective comparative advantages in the areas of gender equality and women's empowerment. Delegations stressed that gender equality must remain a high priority for UNFPA and special attention should be focused on addressing sexual and gender-based violence, particularly in humanitarian settings. It was noted that young men should be involved at an early stage in order to address sexual and gender-based violence. A number of delegations encouraged UNFPA to mainstream humanitarian and emergency activities. One delegation drew attention to its country's proposal for a specialized mechanism under the United Nations to provide humanitarian assistance during natural disasters.

56. Numerous delegations commended the commitment and contribution of UNFPA in championing United Nations reform and system-wide coherence, including the Fund's strong leadership on Delivering as One, and called on UNFPA to continue its active engagement. It was noted that reforms at the headquarters level were needed regarding human resources management, business practices and reporting. A number of delegations drew attention to the upcoming Fourth United Nations Conference on Least Developed Countries and underscored the support needed to enable LDCs to meet the ICPD goals and the MDGs. They were pleased

to note that the Executive Director planned to attend the conference and called on UNFPA to continue its support to LDCs.

57. Several delegations emphasized the need to strengthen accountability, including risk management and mitigation, results reporting and evaluation. UNFPA efforts to improve results-based budgeting were welcomed. It was noted that strengthening internal controls and monitoring should be a top UNFPA priority, including enhanced oversight of nationally executed expenditures. Delegations observed that the MTR of the strategic plan presented an opportunity to sharpen its strategic direction and improve the results framework, including establishing clearer links between the Fund's direct development outputs and the outcomes to which they contribute. Furthermore, the MTR provided an opportunity to strengthen transparency and accountability. Delegations looked forward to an inclusive MTR process that would involve stakeholders. The importance of predictable and stable financial resources was underscored and UNFPA was encouraged to explore new funding channels and sources, including the private sector.

58. The Executive Director thanked all delegations for their congratulatory wishes and support. He pledged to consolidate progress made under Ms. Obaid and further strengthen UNFPA, making it a leading development organization. He thanked delegations for expressing support for accountability being the number one priority of UNFPA and for noting that UNFPA had a "solid capital of trust" among partners and stakeholders. He assured delegations that UNFPA was systematically following up on the recommendations of the Board of Auditors and was strengthening its internal controls and risk management. Noting that evaluation was an important aspect of accountability, he stated that steps were being taken to enhance the quality of evaluation at all levels in UNFPA.

59. The Executive Director stated that he had listened carefully to the comments regarding the strategic plan MTR and he looked forward to working closely with the Executive Board members. He assured them that the MTR would be an inclusive and productive process. He thanked the Board for postponing the submission of the MTR to the second regular session 2011, as it would allow UNFPA to sharpen the strategic direction and strengthen accountability and results. He stressed the importance of South-South cooperation, noting that it was critical for development effectiveness. He thanked the Board for supporting his vision to make adolescents and youth a priority, recognizing that they were at the centre of human development and human security.

60. He underscored UNFPA support to UN-Women and looked forward to strong collaboration and a clear division of labour in working together to strengthen gender mainstreaming and women's empowerment. He noted that he had had several exchanges with the Executive Director of UN-Women and they were in agreement on many points on how to proceed forward. He stated that UNFPA was mainstreaming gender in the areas of population and development, and reproductive health and was working on gender in line with the ICPD Programme of Action. He welcomed the General Assembly resolution extending the ICPD Programme of Action beyond 2014 and underscored that he looked forward to working together with Member States to ensure a dynamic process in implementing the resolution.

61. The Executive Director reiterated his strong commitment and that of UNFPA to advancing United Nations reform, system-wide coherence and Delivering as One. He emphasized that UNFPA would continue to be a strong champion of United Nations coherence at country and regional levels via headquarters' leadership. At the country level, UNFPA would continue its strong contribution to the United Nations country team and system-wide coherence, including through more strategic United Nations Development Assistance Frameworks and joint programmes. UNFPA was also committed to the harmonization of business practices.

62. Concerning the Secretary-General's Global Strategy for Women's and Children's Health, he noted that UNFPA, together with other H4+ partners, was working to provide technical assistance to Governments to implement commitments and to bring in new commitments. Through the strategy, a comprehensive package of sexual and reproductive health services was being promoted, including family planning and commodity security.

63. The Executive Director thanked delegations for recognizing and encouraging the Fund's humanitarian work. He affirmed that UNFPA would keep its lead concerning sexual and gender-based violence in emergency settings. Regarding disaster preparedness and prevention, he noted that country and regional capacities were being strengthened. Referring to his participation in the upcoming LDC IV conference, he underscored that LDCs were central to the focus of UNFPA as they were countries most in need of the Fund's support. He added that LDCs received priority resource allocation. He concluded by thanking all delegations for their support.

64. The Executive Board adopted an oral decision on the statement of the Executive Director, UNFPA.

VII. UNFPA country programmes and related matters

65. Following introductory remarks by the Executive Director and by the Director, Africa Regional Office, the Executive Board discussed the draft common country programme document (CCPD) for the United Republic of Tanzania.

66. In a joint statement of twenty-nine countries, the leadership and ownership of the Tanzanian Government in supporting the Delivering as One reform process was commended. Delegations supported the Tanzanian CCPD, noting that it enhanced the synergies between the various United Nations agencies in the country. They commended the collective and coherent strategic response of the United Nations country team to national priorities. In commenting on challenges, they noted the need for: further assistance from headquarters; alignment with the Government's fiscal calendar; resource mobilization; and improvements in the coherence, efficiency and transparency of the United Nations in the United Republic of Tanzania. One delegation asked if the CCPD annexes could be streamlined and if UNFPA and UNDP would undertake joint work in the area of HIV and AIDS. Another delegation suggested establishing an in-country common framework on accountability for results. One delegation asked about the lessons learned; the implications for human resources; the division of labour; and how to ensure that the United Nations spoke with one voice.

67. The delegation of the United Republic of Tanzania elaborated on the CCPD process, including achievements and challenges, and noted that the new approach reduced duplication in planning requirements for the United Nations agencies and partners and provided a more coherent response by the United Nations system to national priorities. The delegation observed that there had been an absence of a common interpretation of General Assembly resolution 64/289 on system-wide coherence; insufficient coordinated quality support and assurance; no agreement on the changes in format of the annexes; and the CCPD being a subset of the United Nations Development Assistance Plan had not articulated the entire contribution of the United Nations system to national priorities. The delegation added that future CCPDs should be reviewed in a formal joint session by the Executive Boards of the four organizations.

68. The delegation of Burkina Faso thanked the Executive Board for approving its country programme and expressed appreciation for UNFPA support.

69. The Director, Africa Regional Office, thanked the delegations for their comments and support and noted that the experiences gained in preparing the Tanzanian CCPD were being

collected and collated for sharing with others, although it was too early to identify all the challenges and lessons learned. He added that not having had guidelines had in one way given the freedom to innovate. Regarding the query about human resources, he noted that staffing profiles would be revisited to respond to harmonization demands. Concerning speaking in one voice, he observed that while Delivering as One had made it easier, the level was not yet optimal.

70. In accordance with decision 2006/36, the Executive Board approved the following six country programmes, on a no-objection basis, without presentation or discussion: Burkina Faso and Zambia from the Africa region; Somalia from the Arab States region; Indonesia and Maldives from Asia and the Pacific region; and Uruguay from the Latin American and Caribbean region. The Board took note of the draft CCPD for the United Republic of Tanzania and the comments made thereon.

VIII. Midterm review of the strategic plan

71. The Executive Director introduced the item, underscoring that accountability was a top management priority and the midterm review (MTR) of the strategic plan, 2008-2013, was an opportunity to strengthen a culture of accountability and results throughout UNFPA. He noted that the postponement of the submission of the MTR to the second regular session 2011 would allow him to consult more widely to refine the strategic plan. The Director, Programme Division, made an oral presentation on the MTR, outlining the process, progress, preliminary findings, results framework, and next steps.

72. All the delegations that took the floor supported the Executive Director's request to postpone the submission of the MTR from the annual session 2011 to the second regular session 2011. Delegations commended the open and transparent process of consultation with Member States. They noted that the Fund's programming and leadership were key to achieving Millennium Development Goals 4, 5 and 6. They welcomed the intent to prioritize adolescents and further investments in civil society and private sector partnerships. Some delegations requested clearer articulation of the links between population dynamics, eradication of poverty, climate change and reproductive health and rights, as well as more focused indicators and targets. They called for progress on delivering on the agreed H4+ division of labour. They asked how the global programme on reproductive health commodity security would be positioned in relation to the Secretary-General's Global Strategy for Women's and Children's Health and asked about the division of labour between UNFPA and UN-Women on work related to gender.

73. Several delegations emphasized that humanitarian assistance should continue to be an important aspect of UNFPA work, including bringing the fight against sexual and gender-based violence, reproductive health and rights and gender issues to the fore in emergencies. Some delegations asked how advocacy, national execution and accountability would be strengthened. Calling for a review of the development results framework and updating of targets to 2013, delegations stressed the need for a better demonstration of results, including output monitoring. They noted that the framework contained goals and outcomes but outputs were missing. They asked that a specific output to measure efficiency savings achieved by UNFPA be included in the management results framework. Some delegations asked how the MTR could sharpen the strategic direction and address reporting requirements. One delegation stated that the important role of partners in implementing the strategic plan should be emphasized.

74. The Executive Director thanked the delegations for their support and noted that postponement of the MTR submission would provide more time for engagement with Member States and civil society to review key issues and facilitate ownership by all. He stated that the organization would weigh carefully areas where expansion was needed and where less may be

required. Expansion in the area of adolescents and youth was feasible without too much change in the current architecture. He assured delegations that UNFPA would continue close consultations with the Member States.

75. The Deputy Executive Director (Programme) stated that UNFPA had noted the suggestion regarding a specific indicator to measure efficiency. Regarding the roles of UNFPA and UN-Women, she noted that UNFPA would stay focused on gender equality in the context of the Programme of Action of the International Conference on Population and Development. Concerning HIV, she observed that UNFPA would continue to focus on the integration of HIV and sexual and reproductive health, the Fund's niche area where it was taking the lead.

76. The Director, Programme Division, stated that the annual report was being streamlined to focus on information requested by the Executive Board. As part of the optimization of results-based management, results were being streamlined and the hope was to have systems more in line with the organization's size. He added that reporting was consuming a lot of time and leaving less time for implementation. UNFPA was trying to reduce the number of indicators. He observed that one dilemma was how to balance decentralization with close oversight of country offices. He noted that UNFPA was mainstreaming humanitarian response in all its work and recognized that it should be strategic, scalable and sustainable. He noted the need to build capacity and affirmed the Fund's commitment to balance speed, effectiveness and accountability.

77. The Executive Board adopted an oral decision postponing the submission of the MTR of the UNFPA strategic plan from the annual session 2011 to the second regular session 2011.

UNOPS segment

Statement by the Executive Director

78. The Executive Director updated the Executive Board on UNOPS performance and its priorities for 2011, noting that UNOPS had received a second consecutive unqualified external audit opinion. In highlighting how UNOPS was working in concert with the wider United Nations system, he assured the Executive Board that UNOPS was currently better positioned to provide management services and implementation support to its partners so they could deliver results on the ground. He reaffirmed his commitment to further increase the transparency and accountability of the organization. In closing, he remarked that he looked forward to presenting the 2010 annual report at the upcoming annual session. The presentation would be followed by the 2012-2013 budget proposals, scheduled for the second regular session of the Executive Board in 2011.

79. Delegations commended the progress made by UNOPS over the past few years as reflected in the United Nations Board of Auditors report. They expressed support for the efforts of UNOPS to improve effectiveness and financial transparency, and were encouraged to see the UNOPS commitment to ensuring system-wide coherence in its implementation role with partner organizations. One delegation hoped that South-South cooperation would be given more consideration in the next UNOPS annual report and requested an update on the UNOPS operation in Bangladesh.

80. The Executive Director thanked the delegations for the positive comments and assured them that UNOPS was committed to ensuring system-wide coherence and coordination. He underlined the importance of partnering with other United Nations organizations as UNOPS was not mandated to generate policies but rather to support the implementation of projects on behalf of other United Nations organizations. The Executive Director said he was pleased to share UNOPS engagement in Bangladesh, especially in the areas of police training.

Joint segment

IX. Report to the Economic and Social Council

81. On behalf of UNDP and UNFPA, the Assistant Administrator and Director of the, Partnerships Bureau, UNDP, introduced the joint report of the UNDP Administrator and the UNFPA Executive Director to the Economic and Social Council (E/2011/5).

82. Delegations welcomed the progress made on the report, including the improved quality and the inclusion of lessons learned. They reaffirmed the importance of the report in understanding the agencies' contributions and progress in implementing the quadrennial comprehensive policy review. Delegations underscored the need to include the key elements of the review, the particular needs of the middle-income countries, as well as the need to streamline reporting so that it would better serve its purpose. Some delegations stated that the report did not contain recommendations, including with regard to improving operational activities. One delegation stated that the report was often confusing as it focused on substantive results (the subject of the organizations' annual reports on their respective strategic plans) instead of dealing with process issues related to the quadrennial review. That is, the report did not focus sufficiently on how agencies conducted their work.

83. Some delegations asked that more attention be focused on strategic partnerships, widening the donor base, improving programme efficiency and reducing duplication. One delegation emphasized the need for a proper balance between regular and other resources and urged further efforts in mobilizing resources for development. The delegation asked the organizations to reduce their administrative costs. Some delegations noted their willingness to engage with the organizations to further improve and streamline reporting.

84. The UNDP Assistant Administrator and Director of the Partnerships Bureau welcomed the constructive remarks made by the delegations and noted the possibility of including an action plan with the report. She further took note of the concerns raised regarding the particular needs of the middle-income countries.

85. The UNFPA Deputy Executive Director (Programme) stated that UNFPA had developed a strategy on working with middle-income countries and it could be shared later with the Executive Board.

86. The Executive Board took note of the joint report of the Administrator of UNDP and the Executive Director of UNFPA to the Economic and Social Council and the comments thereon, for transmission to the Council.

X. Recommendations of the Board of Auditors

87. The UNDP Associate Administrator, the UNFPA Deputy Executive Director (External Relations, United Nations Affairs and Management) and the UNOPS Deputy Executive Director introduced the reports of their respective organizations (DP/2011/14; DP/FPA/2011/1; and DP/2011/15) on the implementation of the recommendations of the United Nations Board of Auditors for the biennium 2008-2009. Prior to the introduction of the UNFPA report, the UNFPA Executive Director made brief remarks, underscoring that he had made strengthening accountability a top priority for UNFPA in 2011.

88. Many delegations recognized the significant progress UNDP had made regarding Board of Auditors audit recommendations and commended UNDP for the unqualified audit opinion it received for the second consecutive biennium. Noting that UNDP had implemented 90 per cent

of the 42 recommendations targeted for completion by the fourth quarter of 2010, several delegations called for continued efforts to implement the remaining Board of Auditors recommendations in accordance with the target completion dates agreed with the Board of Auditors. One delegation called for specific efforts to firm up the target completion dates for the 17 audit recommendations that currently have unspecified target completion dates. Several other delegations requested more information on: the steps taken to ensure financial soundness; the reasons for the high level of unspent funds; the current status of After-Service Health Insurance; and measures taken to ensure zero-tolerance for fraud and corruption.

89. Several delegations were pleased to note that the UNFPA Executive Director had identified accountability and addressing audit matters as his top priority in 2011. They appreciated the Fund's commitment to follow up on the recommendations of the Board of Auditors and the openness of UNFPA in addressing the challenges. They asked for an update on the remaining outstanding recommendations of high priority. Delegations emphasized the benefits resulting from strong guidance, training, oversight mechanisms and lessons learned. Regarding the national execution (NEX) modality, they expressed concern over the qualified audit opinion and urged expeditious implementation of NEX-related recommendations, as well as strengthening of oversight measures and risk analysis. While looking forward to hearing about the development of other business models and modalities, they noted that going back exclusively to direct execution would not be a preferred answer to the qualified opinion. Some delegations noted that NEX should be the first option, wherever possible, and strengthening national capacity should always be pursued. One delegation asked about the implementation of the internal control framework and the remaining challenges regarding operating fund account (OFA) balances. The delegation noted that the harmonized approach to cash transfers (HACT) should only be used in low-risk environments.

90. Delegations welcomed the unqualified audit opinion UNOPS had received and the fact that more than 90 per cent of the Board of Auditors audit recommendations had already been implemented. They also commended the significant progress UNOPS had made in improving organizational management and increasing transparency. One delegation urged UNDP and UNOPS to promptly settle the outstanding inter-fund balances. The UNOPS Deputy Executive Director explained that all such balances refer to the periods prior to 2007 and all of them had been fully reconciled by the two organizations. He added that in order to eliminate them, a negotiated settlement must be reached between UNDP and UNOPS. Discussions towards this end were under way.

91. Some delegations underscored the need to ensure that the introduction in 2012 of the International Public Sector Accounting Standards (IPSAS) would give a satisfactory picture of the financial situation of UNDP, UNFPA and UNOPS. They wondered if it would be advisable to give higher priority to recommendations that were crucial to successful IPSAS implementation. They urged the organizations to ensure the necessary synchronization of Atlas modules prior to the introduction of IPSAS. Underscoring that there must be zero tolerance for corruption, the delegations asked UNDP and UNFPA to elaborate on the handling of cases of fraud.

92. The UNDP Assistant Administrator and Director of the Bureau of Management thanked the delegations for their broad support and interest. She noted that the target dates of the audit recommendations were jointly decided with the Board of Auditors and assured the Executive Board that the relevant work was under way. She explained that the remaining Board of Auditors recommendations were of an ongoing nature and required further clarification from the Board of Auditors on the expected standards for full implementation. She assured the Executive Board that UNDP was actively addressing the concerns related to unspent funds and After-Service Health Insurance. As regards fraud cases, she explained that UNDP was focusing on preventing them in addition to taking disciplinary measures. Regarding Atlas, she said that UNDP, UNFPA and UNOPS would continue to work to resolve the issues related to Atlas and

IPSAS. The UNDP Associate Administrator thanked the delegations for their insightful comments and assured the Executive Board that UNDP was firmly resolved to addressing the concerns raised by the delegations.

93. The UNFPA Deputy Executive Director (External Relations, United Nations Affairs and Management) thanked the delegations for their comments. She noted that UNFPA was focused on identifying key risk areas to prioritize follow-up and examine root causes. Concerning NEX, she underscored that UNFPA was giving the highest priority to addressing the Board of Auditors recommendations. UNFPA had a clear and aggressive action plan and both the support of the Executive Board and time were required to address the issues. She observed that although UNFPA was much smaller than its sister agencies it was called on to do the same tasks. Nevertheless, UNFPA was ensuring that the country offices were following up rigorously on the Board of Auditors recommendations. UNFPA was aggressively monitoring OFA balances and was working with national partners to manage the accounts using a risk-based approach. Regarding HACT, she clarified that if properly implemented HACT provided a sound assessment and identification of gaps and ways to address them. She noted that UNFPA had been diligent and forward-looking in taking concrete steps for ASHI. Also, UNFPA was on schedule regarding IPSASs implementation. She underscored that UNFPA had strengthened its internal control framework to meet industry standards and staff were trained to apply it. Concerning fraud, she emphasized that UNFPA was fully committed to preventing fraud and had a zero tolerance policy. Furthermore, UNFPA managers were accountable for preventing and detecting fraud and clear disciplinary measures existed. She noted that last year the Executive Director had reported that the level of fraud in the organization was very low, 0.1 per cent of expenditures.

94. The Director of the United Nations Board of Auditors, noted that the relationship between the Board of Auditors and the Executive Board was both important and necessary, particularly so the Executive Board could follow up with the organizations on the implementation of Board of Auditors recommendations. He added that the Board of Auditors would provide information on the status of implementation of recommendations by the various organizations during the General Assembly session.

95. The Executive Board adopted decision 2011/9 on the reports of UNDP, UNFPA and UNOPS regarding the implementation of the recommendations of the Board of Auditors, 2008-2009.

XI. Financial, budgetary and administrative matters

Reports of UNDP and UNFPA on human resources management

96. The UNDP Assistant Administrator and the Director of the Bureau of Management, along with the UNDP Director of the Office of Human Resources, Bureau of Management, introduced the UNDP report (DP/2011/16). The UNFPA Deputy Executive Director (External Relations, United Nations Affairs and Management), and the Director, Division for Human Resources, UNFPA, introduced the UNFPA report (DP/FPA/2011/2). The chairperson of the UNDP/UNFPA/UNOPS Staff Council made a statement.

97. The reports were welcomed as balanced and well-structured. Several delegations asked UNDP and UNFPA about recruitment-related issues, including regarding equitable geographical distribution, merit-based selection, career development for young professionals, mid-managerial-level entry channels and how the organizations were preparing for the large number of upcoming staff retirements. Some delegations inquired about employment-related benefits, such as work-life balance, family and non-family duty-station arrangements, staff skill mix for upstream engagement, rewards for staff serving in hardship posts, including in conflict and post-conflict settings, and incentives for working together on the Delivering as One initiative. In

terms of implementing the Delivering as One initiative, some delegations requested information on the implications of General Assembly resolutions on human resources management, harmonization of contractual reforms and administration of justice. They requested greater inter-agency mobility.

98. Some delegations encouraged UNDP and UNFPA to actively participate in efforts to harmonize United Nations human resources management rules and regulations and asked how the two organizations intended to oversee the implementation of their respective human resources policies. One delegation requested clarification of what capacity development meant in the context of human resources management and asked what challenges had been encountered, from a human resources perspective, in the context of the One United Nations initiative. The delegation underscored that UNFPA was recognized and appreciated by partners for the high-level technical expertise and professional commitment of its staff. The delegation inquired about measures developed by UNFPA to ensure human resources management competencies at the country office level.

99. The Director of the Office of Human Resources, Bureau of Management, UNDP, thanked the delegations for their useful comments and for acknowledging the progress made on several human resources initiatives. She responded that efforts to reduce the time of recruitment were under way; contractual reforms had been completed; and a new assessment system for resident coordinators had been reviewed through an inter-agency process. The goal of this system was to incorporate a skills mix that spanned people management, political acumen and leadership skills in a humanitarian context.

100. The Director, Division for Human Resources, UNFPA, noted that organizations had mechanisms in place for inter-agency mobility and UNFPA was leading in both receiving and sending staff. He outlined some of the challenges. Responding to queries on how UNFPA oversaw and tracked the implementation of human resources policies, the Director gave the example of how UNFPA monitored compliance for the performance appraisal and development (PAD) system, which was at 97 per cent. Another example was the use of the e-recruit system which enabled UNFPA to pinpoint delays and monitor the status of recruitment. On the administration of justice, he noted that there was adequate provision in the Ombudsman's Office for mediation. Regarding Delivering as One, he stated that UNFPA was very involved in various processes, including harmonizing business practices. For example, in Viet Nam the communications team of the United Nations country team was using the UNFPA PAD system to appraise performance. While concurring that a large number of UNFPA staff members were aged 50 or older, the Director noted that the United Nations system as a whole was facing a major challenge regarding staff aging and upcoming retirements. He stated that there was a need for more entry-level positions and that the United Nations system needed to collectively do more to attract young professionals. He underscored that UNFPA was fully committed to career development, including through staff training. UNFPA also promoted work-life balance, including through various flexible work arrangements.

101. The Board took note of the UNDP and the UNFPA reports on human resources management.

Mock-up of the 2012-2013 biennial budget of UNDP, UNFPA and UNICEF

102. The Assistant Administrator and Director of the Bureau of Management, UNDP, made a joint statement on behalf of UNDP and UNFPA, noting that the informal note on the road map to an integrated budget was prepared in response to decision 2010/32 of the Executive Board of UNDP and of UNFPA.

103. Numerous delegations appreciated the organizations' efforts and consultations with Member States and were encouraged by the revised results-based budget format proposed in the mock-up budget for the 2012-2013 biennium. They felt that it came a long way towards meeting the objectives and requests outlined in previous Executive Board decisions. They requested

clarification on the representation of cost-recovery income in the results framework and proposed budget estimates, including outlining of the variable indirect costs of the organizations. They also requested clarification on the areas where there would be budgetary changes in the 2012-2013 biennial support budget and to the associated rationale.

104. Recalling that UN-Women had been asked by its own Executive Board to harmonize its budget format and methodology with that of UNDP, UNFPA and UNICEF, several delegations requested UNDP and UNFPA to support UN-Women in its efforts to achieve an integrated budget in 2014. Several delegations confirmed their commitment to strengthening the linkages between development results and resource levels and to updating the road map to establish steps and milestones for the period leading up to the 2014 integrated budget.

105. The Director, Division for Management Services, UNFPA, thanked delegations for the useful comments. He clarified that the linkages between the development results and resources would be reflected within the strategic plan. He noted that all significant changes between the 2010-2011 and the 2012-2013 budgets would be highlighted and cost-recovery rates would be reassessed for the 2012-2013 budget. He added that income from cost-recovery would be part of other resources. The road map would be updated as requested by Member States. He underscored that UNDP, UNFPA and UNICEF would continue their collaboration and would seek to involve UN-Women.

106. The Executive Board adopted decision 2011/10 on the mock-up of the 2012-2013 biennial budgets of UNDP, UNFPA and UNICEF.

XII. Other matters

107. The Deputy Assistant Administrator, Bureau of Development Policy, presented the note of the Administrator (DP/2011/17), highlighting the two proposed amendments to the Global Environment Facility instrument. There were no comments by delegations.

108. The Executive Board adopted decision 2011/11 on the Global Environment Facility: amendments to the Global Environment Facility Instrument.

Informal consultations

109. The Executive Board held a Joint UNDP, UNFPA and UNICEF informal consultation on the results-based budget mock-up, as well as a briefing on the midterm review of the UNDP strategic plan.

Annex

Joint meeting of the Executive Boards of UNDP/UNFPA/UNOPS, the United Nations Children's Fund, UN-Women and the World Food Programme

Equity: narrowing the gaps to push for achievement of the Millennium Development Goals

1. Following a brief welcome by H.E. Dr. A.K. Abdul Momen (Bangladesh), the President of the UNICEF Executive Board, who chaired the meeting, Mr. Anthony Lake, the Executive Director of UNICEF, introduced the concept paper. The Executive Director noted that overall progress has been made towards reaching the Millennium Development Goals but that the Goals are tracked by national averages that do not measure inequities within societies. Mr. Lake presented the example of inequities faced by children in sub-Saharan Africa, where a child in the poorest quintile is 2 to 3 times more likely to be stunted, not receive vaccinations, and not be enrolled in school. Such vast disparities have stirred UNICEF to refocus on equity. The Executive Director also highlighted a modelling study carried out by a team of experts from within and outside UNICEF, which aimed to assess the cost-effectiveness of an equity-focused approach. The results of the study defied conventional wisdom: an equity approach, with efforts focused on the most vulnerable and hard-to-reach children and families, was the most cost effective and quickest way to achieve the Millennium Development Goals. Mr. Lake emphasized the challenge ahead, which is the need to move from modelling into action, to ensure that the Millennium Development Goals are achieved quickly, cost-effectively, and equitably.

2. Ms. Helen Clark, Administrator of the UNDP, noted in her opening remarks that there is "a disconnect between economic growth and human development" in many societies that are making overall progress but leaving behind the poorest of the poor. "GDP growth does not ensure equity," she said. "An explicit focus on inequality is now required."

3. Following the introductory remarks, 18 delegations took the floor, raising several key issues:

(a) The potential for the private sector and civil society to forge a partnership with the government to play a role in the equity-focused approach;

(b) The extent to which national governments have adopted the equity-focused approach, particularly in countries with large disparities;

(c) How the equity approach is being addressed in the least developed countries and middle-income countries, especially in Africa, Asia and Latin America;

(d) Whether the results from the study conducted by UNICEF on an equity-focused approach, which was modelled on the health sector, can be more widely applied to all areas covered by the Millennium Development Goals;

(e) What could be recommended to help national policies and programmes to address equity in the context of volatile situations.

4. Dr. Babatunde Osotimehin, Executive Director of UNFPA, in his remarks stressed the importance of addressing gender inequities for the sake of the broader development agenda, as women and girls are especially vulnerable to poverty and exclusion. "Equity is essential to everything that we do" he said. Ms. Michelle Bachelet, Executive Director of UN-Women, stressed the problem of gender-based disparities in education. While the education gap between girls and boys has narrowed in most nations, she said, inequities persist among marginalized

communities — even in regions that have made great strides, such as those in countries of Latin America and Caribbean. She further added, "Women are essential in the achievement of the Millennium Development Goals". Mr. Amir Abdullah, Deputy Executive Director of WFP, positioned equity as a key to development progress. "Hunger and food security are clearly an equity issue," he said. The world's poorest people, he added, "are depleting their assets, depleting their wealth, just to be able to feed themselves."

5. Responding to the issues raised by delegations, the following points were emphasized by the panelists:

(a) The large role that the private sector and civil society may play alongside the government in achieving the Millennium Development Goals through an equity approach;

(b) The promising reception given to the equity focus by national governments, with many of them encouraged by its cost-effectiveness;

(c) The necessity of an equity approach in all regions, tailored to specific country conditions;

(d) The centrality of an equity approach to all areas covered by the Millennium Development Goals; given the interrelated nature of the Goals, it is important to further analyse the effect of an equity approach across all sectors;

(e) The important role of social protection systems, especially in the face of volatility.

6. Overall, several common themes were expressed by both delegations and panelists. One was the importance of achieving gender equality globally. In this regard, UN-Women was enthusiastically welcomed as an entity that will play a vital role in accelerating this achievement. Another theme emphasized was the need for cooperation and collective action at the country level. Delegations expressed hope that countries could share experiences and learn from each other regarding equity-focused programming.

Mainstreaming gender through the work of the agencies and envisaged collaboration with UN-Women

7. This session commenced with the President of the Executive Board of UN-Women, H.E. Mrs. U. Joy Ogwu (Nigeria), welcoming the Executive Directors of UNDP, UNFPA, UNICEF and UN-Women and the Deputy Executive Director and Chief Operating Officer of WFP to the session and inviting them to take the floor. The Under-Secretary-General and Executive Director of UN-Women, Ms. Michelle Bachelet, noted that, since taking office, she had been engaged in fruitful consultations with the heads of many United Nations system partners on how UN-Women could participate in or coordinate and, in some cases lead efforts to deliver more effectively results for achieving gender equality and women's empowerment. Stressing that UN-Women would work with the United Nations system to deliver results, she also stated that UN-Women would not compete with the other funds and programmes; rather, it would prioritize demand-driven country level support, focusing on a few critical thematic areas to generate visible results. She emphasized the need to build partnerships across the system and to create more opportunities for each United Nations organization to support gender equality, based on comparative advantages. She noted that while promoting accountability, UN-Women would not be the "gender police", but would instead step up support for implementation of existing mechanisms, such as performance indicators, as well as advancing a shared tracking system, or "gender marker" for the United Nations with the High-level Committee on Programmes and the United Nations Development Group (UNDG).

8. Dr. Babatunde Osotimehin, Executive Director of UNFPA, took the opportunity to congratulate Ms. Bachelet on the formal establishment of UN-Women and addressed three

issues in his statement: (a) capacity-development for gender mainstreaming; (b) collaboration with UN-Women; and (c) gender accountability. He emphasized the continuing commitment of UNFPA to working with UN-Women together with its partners in the "Health 4" (H4) (World Health Organization, UNFPA, UNICEF and World Bank) to support strong advocacy efforts to ensure universal access to reproductive health. Highlighting samples of some key UNFPA achievements in the area of gender equality, he reiterated the Fund's commitment to work together with other agencies to achieve greater progress for women and girls.

9. In her remarks, Ms. Helen Clark, UNDP Administrator and Chair of the UNDG, welcomed UN-Women to the UNDG and reiterated the commitment of UNDP to partner with UN-Women. Highlighting some key examples of effective partnership between UNDP and UN-Women she stated that the organization's International Assessment on what it will take to achieve the Millennium Development Goals is dependent on the investments made on women and girls. Stating that each agency has its own comparative advantage on gender issues, she also highlighted that initial discussions have commenced between UNDP and UN-Women to develop a joint guidance note for Resident Coordinators and United Nations country teams on how the UNDG can work together on gender-related issues at the country level.

10. Mr. Anthony Lake, Executive Director, UNICEF, welcomed Ms. Bachelet and reiterated the commitment of his organization to work with UN-Women in furthering issues relating to children's rights. He noted that while much had been achieved in reaching goals relating to health, nutrition and education, much more needed to be done. Collaboration with other funds and programmes was key to achieving desired results, he stated. He joined hands with the other Executive Directors in expressing support to UN-Women as it began its operations.

11. Welcoming Ms. Bachelet to her new role, Mr. Amir Abdulla, Deputy Executive Director and Chief Operating Officer of WFP, highlighted how the gender mandate is one in which all United Nations agencies have worked and will continue to work together. He emphasized the key role women played in agriculture and food production, regretting that despite playing such a vital role, they had little access to services and to decision-making. As long as power and access were inequitably divided, poverty reduction would not be achieved. He underlined that UN-Women would have a key role in giving marginalized women a voice. While there would be some overlaps, there are also gaps and UN-Women should play a role in ensuring that all funds and programmes worked together in a more cohesive manner to achieve desired outcomes.

12. Delegations taking the floor recognized that close collaboration among the various funds and programmes would be key during the transition phase of UN-Women. Many asked for clarification on the role of UN-Women in leading coordination at the country level and how this would take shape in the near future. Speakers noted the importance of working together to develop coordinated strategic plans, to clarify areas of work of the respective organizations, and to ensuring complementarities of results for gender equality, stating that the creation of a separate gender entity should not absolve the efforts of other United Nations bodies in working on gender issues.

13. In response, the Executive Director of UN-Women noted that organizational mandates outlined the division of labour and that this would be further articulated in the organization's strategic plan. She and the UNDP Administrator emphasized the need to be flexible and responsive according to needs and capacities in specific country cases. The WFP Deputy Executive Director reiterated the need for a pragmatic approach and the Executive Director of UNFPA underlined that joint programming and joint funding would be supported under the rubric of the Resident Coordinator, in order to advance inter-agency collaboration and achieve positive results for gender equality.

14. The President of the Executive Board thanked all the representatives for their key contributions and also took the opportunity to again thank the Member States for their continued

support in ensuring that gender equality and gender mainstreaming was a shared vision for all. She expressed optimism about the future of UN-Women, given the commitments made by Member States and United Nations agencies alike to collaborate closely with UN-Women.

Efficiency of emergency response and the transition to recovery and long-term development: lessons learned

15. The President of the WFP Executive Board, H.E. Mrs. Agnes van Ardenne-van der Hoeven (Netherlands) opened the session by inviting the WFP Deputy Executive Director for Operations to introduce the paper. In summarizing the contents of the paper, the Deputy Executive Director clarified that due to their mandates in the fields of humanitarian and development assistance, the six agencies were present and active before, during and after a crisis. He pointed out that investments in humanitarian assistance, longer-term social safety and agriculture were indeed complementary. Post-conflict situations presented unique challenges because of the nexus among humanitarian, recovery and development activities; efforts needed to be made to better integrate risk assessment and vulnerability analysis and mapping into early warning and preparedness systems. While there was agreement that the cluster approach had led to greater coherence, cluster response needed to be strengthened during mega-crises.

16. At the invitation of the President, the Guest Speaker for Liberia, Professor Togba-Nah Tipoteh, took the floor. He thanked the United Nations for helping Liberia to move towards recovery, but stressed that until the fundamentals of poverty were properly addressed, the international community would continue to invest millions in temporary measures.

17. The UNICEF Representative indicated that issues related to the aid architecture in transition/fragile situations remained unaddressed, while the incidence, scale and complexity of emergencies were likely to grow in the coming years. There was a need to bridge the critical gap during the first 6 to 18 months, using existing funding mechanisms as necessary. The Representative of UN-Women insisted on the need to ensure that women's issues be tackled in a coordinated manner in emergencies and to improve the notorious underfunding of their needs. The Representative of UNDP indicated that it was necessary to bring development thinking into humanitarian operations, starting development earlier and keeping humanitarian assistance longer, building on existing local capacities and coordination mechanisms. The representative of UNFPA remarked that for transition to recovery and long-term development, both humanitarian and development actors needed to collaborate more closely from the response phase. The year 2010 had provided invaluable lessons from Haiti and Pakistan that must be reflected and acted upon.

18. The President invited questions and comments from the floor and the ensuing observations were made:

(a) Transition was not given enough thought; emergencies should not be seen in stages; the Delivering as One concept should be applied to transitional and fragile countries;

(b) Donor funding should be improved and be more flexible during transition/fragile situations;

(c) Local purchase initiatives and cash transfer programmes were encouraged;

(d) When it came to addressing poverty, a differentiation was to be made between chronic and sudden emergencies;

(e) The Humanitarian Coordinator and the United Nations country teams were critical to coordination and to implementing clusters; disaster risk reduction should be integrated in clusters and preparedness mechanisms had to improve;

(f) Coordination among the United Nations organizations, peacekeeping missions and multilateral institutions should improve to help manage better complex operations, building on national capacity after the emergency is over; the importance of investing in local communities was stressed;

(g) Lessons learned in building resilience and capacity in mega-crises should be shared, as well as best and worst practices, and more examples given.

19. The WFP Deputy Executive Director for Operations answered that resources received were earmarked, which prevented a holistic approach. While funding was linear, the situations were not; adaptive tools were therefore needed. He stressed that there were risks to staff and operations and reputational risks for undertaking activities in such environments. A joint United Nations approach to capacity-building was also needed to ensure sustainability.

20. The President concluded the session, suggesting that transition be the main topic for the 2012 joint meeting of the Executive Boards.

Delivering as One: follow-up to Hanoi

21. The meeting was chaired by the President of the Executive Board of UNDP/UNFPA/UNOPS, H. E. Ms. Edita Hrdá (Czech Republic). Ms. Helen Clark, Administrator, UNDP, delivered an introductory statement on behalf of the United Nations organizations represented at the joint meeting.

22. Presentations were made by Mr. Diego Canepa, Under-Secretary to the Presidency of Uruguay, and Mr. Henrique Banze, Vice Minister for Foreign Affairs and Cooperation of Mozambique, on the experiences of the two countries as part of the Delivering as One initiative.

23. Following the presentations, the floor was opened for comments and questions to the panel. Delegations raised the following issues:

(a) It was asked what might be done to strengthen the political will to promote the initiative;

(b) It was said that work needs to be done at Headquarters to reduce the reporting burden on United Nations country teams. There was a further call on organizations to implement the management and accountability system, and a request was made for an update on this;

(c) A request was made for information about the work to empower United Nations Resident Coordinators;

(d) It was asked how the system can ensure the right balance between resource allocation and country-specific funding needs;

(e) It was stressed that Delivering as One is not an end in itself but a tool, and further noted that earmarked funding erodes the principle of national ownership and leadership;

(f) A request was made for the views of the panel on how the Delivering as One evaluation might be made accessible to Member States, and how this could be done in a way that led to a broadly supported outcome going into the quadrennial comprehensive policy review;

(g) It was asked whether there were funding gaps for the independent evaluation and what might be done to harmonize reporting.

24. The following responses were provided by Ms. Clark:

(a) A firm of consultants is working on the review of the management and accountability system. The outcome of that work will be relevant to the empowerment of the Resident Coordinators;

(b) The independent Delivering as One evaluation is coordinated by the Department of Economic and Social Affairs, not the United Nations Development Group, and there is a funding gap of $600,000;

(c) The United Nations system is aware of the sustainability issues surrounding the Delivering as One initiative, and there have been discussions on this with other principals. Agencies do not have the necessary resources, however, and a formula needs to be found for an equitable alignment;

25. Additional comments were made by representatives of UNICEF, UNFPA, WFP, UN-Women and UNOPS.

(a) Mr. Anthony Lake, Executive Director, UNICEF, emphasized that UNICEF was firmly on board with Delivering as One. While there are short-term transaction costs, these are redeemed by the long-term results at the country level. He stressed the need for agencies to retain their identities;

(b) Ms. Mari Simonen, Deputy Executive Director (External Relations, United Nations Affairs and Management), UNFPA, said that the United Nations system needs to invest in change-management capacity. The work on business practices includes bringing to scale initiatives that have taken place so far, such as common procurement and common services. Some gains are relatively easy to accomplish, but there is a lot of work involved, and in areas such as information and communications technology (ICT), up-front investments are needed. As was shown in the case of Mozambique, these investments pay off in the end.

(c) Mr. Amir Abdulla, Deputy Executive Director, WFP, further noted that up-front capital investment — particularly for ICT — can pose a challenge. He stressed the importance, as regards Delivering as One, of the role played by the regional teams, as well as the need to focus on delivering "a joint programme", i.e., a fully coordinated "one UN" programme, rather than many joint programmes.

(d) Ms. Gulden Turkoz-Cosslet, Senior Adviser, UN-Women, stated that UN-Women will seek to add value to existing coordination mechanisms. The Delivering as One approach has helped in addressing the lack of a coordinated approach on gender;

(e) Mr. Bruce McCarron, Director of the North America Regional Office, UNOPS, emphasized the firm commitment of UNOPS to Delivering as One and shared experiences of country team joint delivery in Afghanistan.